

## THE NATION'S BUSINESS

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## GREAT PORT PREPARATIONS.

Never in the history of the United States has there been so much definite preparation of ports for commerce. The localities of the great ports are at this time showing civic consciousness and patriotism relative to the essentials of their development.

Demonstration of this is found in the three pages devoted, in this issue of The Nation's Business, to the major ports and the preparations which they are making for greater commerce and for higher efficiency.

It is always true that local development is undertaken for local betterment. When, however, similar activities are studied from the viewpoint of the nation, it becomes evident that the nation will be greatly the gainer through these port changes and through the new imagination regarding commerce which has been stirred by the approaching completion of the Panama Canal.

The truth in relation to most of our ports has been that the development of the past has been along lines adapted to immediate necessities, and not worked out as related to a great future.

It is now evident that we are turning back to study the most effective use of harbor line and of natural advantages and to reconstruct these where necessary in order to increase efficiency. A striking type of this better way is found in the plans of Baltimore, where, in the development of pier lines, it is expected that contours and existing piers will be utterly destroyed in order to give place to piers planned solely for efficiency. Something even broader than Baltimore's plans is seen in the plan and vision of the port directors of Boston, who are ready to completely rearrange the water front facilities of that great city in order to maintain a prestige that has been threatened.

Careful reading of the stories of the ports, printed on pages 4, 5, and 6, will leave an impression of the variety of tasks being undertaken. The story, as a whole, is the story of the vigor of American genius in dealing with conditions as they are and wrenching them around to become conditions as they ought to be. Peculiar interest attaches to the campaign which New Orleans has carried on in bringing the major portion of the water front under public control and in enforcing the water front facilities with a belt railroad, also under public control. There are, it is true, problems of adjustment yet to be worked out, in that the control of the levee differs from the control of the docks, and these two, in turn, differ from the control of the railroad. But the city can be taken as a type of the aggressive impulse to make commerce more easily handled, shipping delayed as little as possible, and the petty annoyances of port regulation reduced to a minimum.

Unfortunately, in this issue, we were not able to include a diagram of New York's plans. These are so far-reaching that they cannot be advantageously reduced to newspaper size. The city is preparing to spend many millions in order to produce a water front that shall meet the needs of the future, and not merely to produce a water front that shall be developed as needs themselves develop.

All that is to be done by these great ports and, as will be shown in the next number of The Nation's Business, by the minor ports is looking to the advantage of the whole nation, since it becomes daily more evident that our manufacturing future will largely depend upon export activity. In ten years we have more than doubled manufacturing investments, more than doubled manufacturing output, increased manufacturing employees from three million to eight million, and at present dispose of only about 5 per cent surplus of manufactured products through the export trade.

Closely related to port development is the efficiency of the commercial sharpshooter of America, the consul. He opens for this great manufacturing country new territory or new lines of distribution. He actually returns to the pockets of employees, and of producers direct, tangible results from skillful presentation of the products of America in the regions where these products are needed. There is, therefore, included in this issue of The Nation's Business the speech delivered before the First Annual Meeting of the Chamber of Commerce of the United States of America by Mr. Wilbur J. Carr, Director of the United States Consular Service. It has direct relation to the port preparations which this country is making.

## PROPOSED SECRETARIAL TRAINING.

In the last issue of The Nation's Business was a statement made by President Taft, which is here reprinted:

"As you go on forming these local Boards of Trade, and now this central one, the National Chamber of Commerce, you are making necessary a new profession, just as the Young Men's Christian Associations have made another. The functions of the secretaries of those associations were so peculiar and needed so much experience in order that they might be effective that schools were created for the education of the secretaries. This is what you will have to do in respect to secretaries of Boards of Trade and Chambers of Commerce. You will have to have a school from which the new Chambers of Commerce can draw their secretaries, who will train the new membership in the way in which the organization can be built up and give them a practical knowledge of how they can do what they are organized to do."

Correspondence on this subject is invited from all organizations—national, State, or local. Their executive officers are urged to express opinions relative to the subjects which an efficient secretary should master. It is the intention to bring together in a later issue of The Nation's Business a composite statement that may begin to define a curriculum or course of study for the profession of commercial secretaries. Already two colleges have been considering the subject.

The commercial secretary may be defined as a new profession. The impulse throughout the nation to organize trade bodies has become so general as to call for special preparation on the part of those men who, gifted with business instincts, are willing to serve their community, the State, or the nation. The commercial secretary is a professor of applied economics; his laboratory is his community; the

apparatus in his laboratory is the commercial organization. Just as with the development of chemistry there was the period of alchemy, so in the rapid development of commercial organization, there have been many called to service, but few chosen to lead. The drawback is lack of preparation. Consequently, every man interested in the betterment of the profession of secretary is invited to discuss the idea of secretarial training and preparation.

## THE CHAMBER AS A CLEARING-HOUSE.

The function of a clearing-house is to minimize motion, to save unnecessary interchanges, to prevent many men traveling in many directions when, if they will meet, such useless journeys would be prevented. In this exact sense, the Chamber of Commerce of the United States of America has been called into existence to render a service for all of America and not for any one locality. It is to be a gathering point of useful information for all organized efforts the country over, in order that, with economy of motion, the progress of each may become known to all, and thus lead to effective distribution of good ideas. The strength of a clearing-house is the strength of its constituent members; therefore the Chamber of Commerce of the United States of America, the creature of its constituent members, will grow with their strength and exert influence based upon their influence. Each community interested in its own problems, and clearing the results through the federation of business forces, will mean a rapid increase in strength on the part of organized effort everywhere.

## THE CHAMBER'S SERVICES IN RESEARCH.

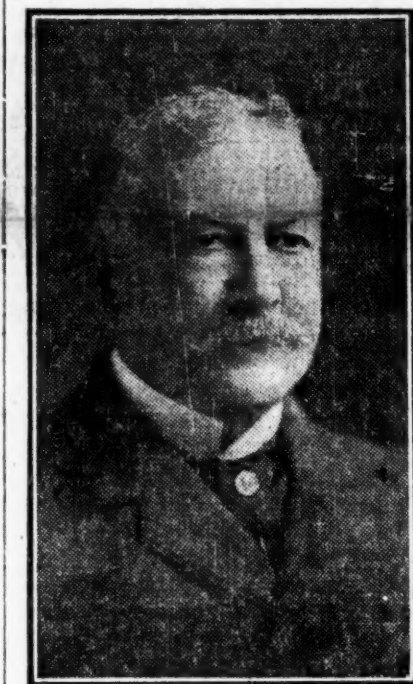
The Chamber of Commerce of the United States of America is much more than a clearing-house. It is organized for research and for initiation through its general and legislative bulletins and through the issues of The Nation's Business. It places in the hands of the nation legislative, commercial and developmental facts that are not available in so convenient a form through any other medium.

The plan for district secretaries referred to in the report of the last directors' meeting has in it immense possibilities, both in bringing to the Chamber fullest knowledge of facts the nation over and in rendering those facts easily accessible the nation over.

As its work develops the material accumulated by the Chamber will make its office the most practical reference bureau of applied social and economic science in this country. It will overcome the difficulties of space and of separation that have hitherto stood in the way of the activities and interests of one city or locality being understood by all others.

The knowledge within the Chamber will be the accumulated knowledge of all those who are working for a more effective national life in every line of endeavor. The Chamber will thus tend to produce national stability.

## Statement by the Directors of the Chamber of Commerce of the United States of America, in Session in Washington, D. C., February 12, 1913.



THE LATE FRANK D. LA LANNE.

## A New York Appreciation of Mr. La Lanne.

To the Editor "The Nation's Business," Washington, D. C.

Dear Sir: The many friends of Mr. Frank D. La Lanne have heard of his sudden death with sincere regret, and at the request of a number of gentlemen of the New York Produce Exchange and other exchanges of New York who knew him intimately, I am glad to have the opportunity of sending you these few lines of tribute.

Mr. La Lanne was a man who believed in doing his civic and national duty. He considered it was the privilege as well as the duty of every man to take an interest in the affairs of his country and do all he could locally and nationally to uplift and improve the morale and business conditions of our people. His life was an exemplification of these beliefs.

He held several public appointments and in all instances he handled matters entrusted to him with rare judgment and ability. As president of the National Board of Trade for many years he proved his desire to advance our prosperity and to bring about the unity of all commercial bodies into one large organization. The carrying on of this work involved considerable outlay, and the national board was deficient in income to carry on the work, but Mr. La Lanne unhesitatingly year by year personally contributed such funds as were necessary to meet the large deficiency.

He was well known as a business man, and was broad minded and respected in all those enterprises with which he was connected. He was possessed of a most charming personality, endeavoring himself to all those who had an opportunity of knowing him intimately. He had a large heart, and contributed to the welfare of others without stint. Those of us in New York who have had the opportunity of personal acquaintance with him knew his worth as a host. He was always willing to extend the courtesy of his home to organizations that visited his native city. His friends will always respect his memory, and it gives us much pleasure to write this slight token of our esteem and regard for him.

February 6, 1913.

WILLIAM HARRIS DOUGLAS.

## IT WILL WELD COMMERCIAL INTERESTS.

All commercial organizations should become members of the Chamber of Commerce of the United States of America, not only in their own interest but in that of the public welfare. General legislation affecting commercial interests is always under consideration by Congress. There should not only be an official mouthpiece for the commercial interests, but an organization to consider in the general interest the effect of proposed legislation before speaking. Experience has demonstrated that through organization the individual secures benefits not possible through individual effort. The Department of Commerce and Labor, specially created to advance the commercial and industrial interests of this country, will be brought in direct touch with the needs and requirements of every section, and its possibilities for good immeasurably enhanced. Co-operation, through a centrally organized body, will in time prove as effective in this country as it has in others, extending our foreign trade and benefiting our domestic trade. It will weld the commercial interests in a great instrumentality not only in their own interest, but for the common good.

J. N. TEAL.

Vice President for Western States.

## ACTIVITIES OF THE CHAMBER.

The directors and officers met in Washington, February 12 and 13. Four sessions were held, during which all phases of the work of the Chamber were discussed. The following were present: Harry A. Wheeler, H. E. Miles, W. D. Simmons, A. B. Farquhar, John Joy Edson, Frederick Bode, A. S. Caldwell, C. G. Craddock, John H. Fahey, Homer H. Johnson, Willoughby M. McCormick, W. A. Marble, Elias Michael, Edward G. Miner, William D. Mullen, John W. Philp, R. G. Rhett, and T. L. Temple.

The acceptance of the presidency by Harry A. Wheeler was officially recorded.

The following organizations were elected to membership:

Chamber of Commerce, Spokane, Wash.	857	Portsmouth (N. H.) Board of Trade and Merchants' Exchange	160
Commercial Club, Muskogee, Okla.	500	Business Men's Association, Woonsocket, R. I.	245
Commercial Club, Duluth, Minn.	1,037	National Coffee Growers' Association, Ponce, P. R.	1,206
Commercial Association, Lemont, Ill.	60	Board of Trade, New Brunswick, N. J.	406
Board of Trade, Kansas City, Mo.	200	Chamber of Commerce, Gainesville, Ga.	106
National Manufacturers of Soda Water Flavors, Philadelphia, Pa.	32	Board of Trade, Holyoke, Mass.	536
National League of Commission Merchants of the United States, Washington, D. C.	381	National Association of Master Bakers, Philadelphia, Pa.	829

297 ORGANIZATIONS ARE NOW MEMBERS.

## DISTRICT OFFICES.

District offices, with district secretaries in charge, were decided upon. The first will be opened in New York City and the second probably on the Pacific Coast. The district secretary will be at the disposal of commercial bodies for general efforts toward standardization and increased efficiency. He will also study his territory for the benefit of the directors, and in all ways work for the interest of the Chamber. He will be an agent to keep local organizations in touch with the Chamber at all times.

## INDIVIDUAL MEMBERSHIP.

The Board took up the consideration of individual membership approved by amendment to the by-laws at the annual meeting. A draft of an individual memberships approved by amendment to the are now available. Only members in good standing of organizations affiliated with the national chamber can become individual members.

## YEAR BOOK AND PAMPHLETS.

A year book is to be prepared immediately, including the speeches and actions of the annual meeting, setting forth the initial steps in bringing the Chamber of Commerce of the United States of America into existence, together with such other matter as will place full information in the hands of constituent members.

In addition to the year book, separate pamphlets will be prepared containing the report of the Board of Directors, the welcoming speech of Secretary Nagel, Mr. Wheeler's introduction of President Taft at the annual banquet, and President Taft's response. These pamphlets will be supplied in quantities upon requests from members.

## PERMANENT TARIFF COMMISSION.

The Board of Directors took up for consideration the form in which the resolution favoring a permanent tariff commission should be submitted to the organization members for referendum. The resolution provides:

That the proposition so to be submitted is to

The midsummer meeting of the directors will be held on the Pacific Coast at a city not yet decided upon. About three weeks will be consumed on the trip, and several important cities west of the Missouri River included in the itinerary.

The next meeting of the board will be held in Washington May 24, 25, and 26.

## The Method for Selection of Committees

in the

## Chamber of Commerce of the United States of America

By far the most vital matter before the Chamber of Commerce in 1913 will be the completion of the appointment of efficient standing committees and the organization of committee work. The Chamber must have earnest and self-sacrificing members on all committees, fitted by training and experience to pass upon the great problems which will be brought to the attention of the Chamber for consideration and action.

In preparing to create this working force for the permanent usefulness and growth of the Chamber of Commerce, the country was divided into four geographical divisions, known as Eastern, Western, North Central, and South Central. Then it was decided that each committee should be comprised of twenty members, five from each geographical division when the subject is of equal interest to all divisions, but with a departure from this plan when the dominant interest lies in certain divisions more than in others.

In order that these divisional groups may meet and together study the subject assigned them, it is proposed to entrust at least one subject to each prominent city. Each group will be furnished from the Washington headquarters with all the available bibliography on the subject, and a careful study will be made by each group independently of other groups. In framing a report, however, the four groups will come together, and with reasonable assurance that their findings will fairly represent the general sentiment of the country.

Modification of this plan may be made by first appointing on divisional committees groups of five, one or two men located in the smaller cities sufficiently near to the populous centers to make occasional meetings possible, and thus secure the counsel and co-operation of the men in lesser cities, whose influence in the Chamber will form so prominent a part in every effort we may put forth; second, by omitting from certain sections representation upon particular committees when there can be no sectional viewpoint, and where, if the plan were rigidly adhered to, an overload would be put upon members located in these two geographical divisions.

The following divisional committees are complete and the members of the committees have expressed their intention to study the subjects assigned to them:

Portland, Oregon.—On Federal and State Regulation. S. M. Mears, Chairman, Portland Cordage Company. A. Lewis, of Allen & Lewis, wholesale grocers. Charles Richardson, of Tacoma, Wash. A. H. Devers, President, Clisset & Devers, Importers. W. G. McPherson, of W. G. McPherson & Co., furnaces.	Buffalo, N. Y.—On Canal and River, under the general subject of Traffic, Transportation and Communication. Henry W. Hill, Chairman, Pres. New York State Waterways Association. William A. Rogers, Pres. Rogers, Brown & Co., makers of furnaces. John J. Boland, of Boland & Cornelius, owners of lake boats. George W. Smith, Pres. Seneca Transportation Co. Frank F. Henry, manager Washburn-Crosby Company.
Denver, Colorado.—On Tariff and Taxation. Frank E. Gove, Chairman, lawyer. W. A. Hoyer, W. A. Hoyer & Co., wholesale druggists. Philip Rogers, lawyer. J. K. Mullen, manufacturer. S. D. Nicholson, mining expert.	Rochester, N. Y.—On Patents, Trade-Marks, and Copyrights. James G. Cutler, Chairman, Pres. Cutler Mail Chute Company. George Eastman, President Eastman Kodak Company. Henry W. Morgan, Vice President Morgan Machine Co. George W. Todd, of G. W. Todd & Co., photodupers. Edward G. Miner, President the Pfander Company.
Philadelphia, Pa.—On Latin-American Trade, under the general subject of Foreign Commerce. Prof. Leo S. Rowe, Pres. American Academy of Political and Social Science. Samuel M. Curwen, Pres. J. G. Brill Company. Maurice Coster, Export Manager, Westinghouse Electric and Manufacturing Company. E. G. Buckner (Wilmington, Del.), V. P. E. L. Du Pont de Nemours Powder Company. Alba B. Johnson, Pres. The Baldwin Locomotive Works.	Cincinnati, Ohio.—On Vocational Education. Frederick A. Geier, Chairman, President Cincinnati Milling Machine Company. Prof. Herman Schneider, Dean, College of Engineering. E. F. DuRoi, manufacturer. John L. Shearer, Ohio Mechanics Institute. Dr. J. M. Withrow, educator. All under the main subject of Domestic Commerce.

Mr. H. E. Miles, of Racine, Wis., is the chairman of the committee on committees.

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## ARGUMENT FOR WEST FLORIDA AS PROPOSED NEW STATE

West Florida Chamber of Commerce Organized to  
Campaign for Separation From the Parent  
State—Official Statement of Reasons.

Leland J. Henderson, secretary of the Pensacola Commercial Association, has prepared an elaborate report on the conditions and resources of the western portion of Florida. His conclusion is that a new State named West Florida should be organized. Part of his summing-up follows. To carry on the campaign the West Florida Chamber of Commerce has been organized.

"Florida" Appropriate.  
It would be a loss to part with the present name, "Florida," has a lasting charm; it is associated with enchantment, Ponce de Leon, and youth; the oldest city; the Everglades; the Seminole; later with citrus fruit, and with the green and succulent vegetables during the winter of the frostless North. Florida means refuge for the blizzard-driven, and heat oppressed. My answer is, "Keep the name for the new State and call it West Florida."

Physical Advantages.  
If it is objected that the countries of Escambia, Santa Rosa, Walton, Holmes, Washington, Jackson, Calhoun, Gadsden, Liberty, Franklin, Wakulla, and Jefferson have too small an area (the total being 11,350 square miles) the answer is "There are eight States in the Union having less area than Florida: North Carolina, 33,616 square miles; New Hampshire, 9,345; Connecticut, 4,845; Massachusetts, 8,040; Rhode Island, 1,545; New Jersey, 7,320; Maryland, 9,580; Delaware, 1,960."

If it is objected that its coastline is too short. The reply is, "There are twenty seacoast States in the United States; of these thirteen have a less seacoast (in number of miles) than West Florida. The coastline mileage of West Florida, excluding the shore line of bays, etc., is 265 statute miles; of Maine, 245 miles; New Hampshire, 13 miles; Massachusetts, 15 miles; Rhode Island, 4 miles; New York, 127 miles; New Jersey, 132 miles; Delaware, 29 miles; Maryland, 40 miles; Virginia, 121 miles; South Carolina, 190 miles; Georgia, 109 miles; Alabama, 54 miles; Mississippi, 35 miles; while only seven States have a greater extent of sea frontage, as follows: North Carolina, 523 miles; Florida, 123 miles; Louisiana, 34 miles; Texas, 361 miles; California, 822 miles; Washington, 233 miles; Oregon, 607 miles. In addition to this, in eight of the West Florida counties there are twelve bays, of which are harbors, or suitable for more or less harbor development; six of the bays have an extensive commerce; three of them have an inner anchorage basin of more than forty feet depth; one of them has an entrance of thirty-three feet; and three others have harbor entrances of twenty-two feet or more; and railroads have been constructed to seven of these harbors."

It may be objected that Florida is small enough already. The extreme length of Florida from north to south is 407 miles; the difference in latitude between the most northerly point of Florida and the point furthest south is 42 miles; its greatest width is 254 miles; its coastline, extending 265 miles, is in longitude from the point furthest east

to the most westerly point, is 456 miles. The only States that exceed Florida in length and width are California and Texas. The extreme width of Texas is 1,000 miles; California, 437 miles; in length, California is 321 miles, Texas, 547 miles.

Estimated Revenue.  
It may be argued that West Florida will not supply sufficient revenue to support a State. According to the 1910 census, the population of Montana was 278,000. The tax levied from the county by the State in 1911, was \$750,000, or about \$2 per capita. The total revenue of the State was \$1,557,920, or about \$4 per capita. The population of Florida in 1910 was 152,619. In 1911 the State received general revenue, \$1,888,162, or \$12.39 per capita. The total revenue was \$3,141,216, or about \$14 per capita. In 1911, the assessed valuation of property in West Florida was \$15,000,000. A total revenue at \$4 per capita would be \$500,000 for the support of the State of West Florida.

Tallahassee As Capital.  
Should the objection be made that the organization of a new State would require the erection of new State buildings, I would reply "The inconvenience of the present capital to the peninsula of Florida and its rapidly increasing population, coupled with the fact that the peninsula section of the State has the power, will sooner or later cause the erection of new State buildings and the location of a new capital nearer the center of the State than Tallahassee."

The organization of a new State would forever settle the location of the West Florida capital at Tallahassee, removing it from the center of the State, and placing it at the center of the peninsula. The location of a new capital in the center of the peninsula, would unquestionably meet the approval of Jacksonville, Key West, Tampa, and all the other cities of the peninsula, because of the greater convenience thereof.

The interests of the peninsula in the State buildings now located in West Florida could be purchased at a reasonable price, and perhaps paid for with West Florida's interests in the Everglades.

The objection may be advanced that the North, which is the admission into the Union of West Florida as a State on the grounds that it would increase the South's representation in Congress. If it is to the interest of West Florida to be admitted to the Union, this argument should not be advanced, and if it is true that the North would oppose the admission of West Florida into the Union, the South would certainly favor it, and probably the West, and West Florida would have three representatives in Congress where she now has but one.

"Holland" Sees Boon to Business in  
Recent Supreme Court Decision

New York, Feb. 10.—When the decision which was recently handed down by the United States Supreme Court in the so-called United States Steel case, is printed and has become available, it will probably be studied in the offices of leading counsel and in the directors' rooms of large corporations more carefully than any recent Supreme Court decision. The brief reports already published have been earnestly scrutinized. This reading justifies some of the ablest of the so-called corporation lawyers in saying that if an examination of the full decision shows that the brief reports contain no errors, then this finding of the Supreme Court must be regarded as the final word in law to the business men of the United States who have tried to obey the laws, but have not in the past been certain that in all respects their own actions and their management have been in conformity with the Federal law.

It is the unanimous opinion of those who have given the decision a careful study that the Supreme Court has interpreted the law that the magnitude of any corporation which has been created through the purchase and consolidation of various corporations is not to be considered under the Sherman anti-trust law. To illustrate this view the case of the corporation known as the Federal Steel Company has been frequently alluded to. This corporation was, upon its organization, precisely of the character which has been indicated by the colloquial term "business trust." There was no real and actual ownership of the corporation by the former owners of the various corporations which had been merged into it. The corporation was, upon its organization, precisely of the character which has been indicated by the colloquial term "business trust." There was no real and actual ownership of the corporation by the former owners of the various corporations which had been merged into it.

Decision Puzzles Business Men.  
All of the managing executives of the greater corporations have looked upon this decision as something that has befogged the leading businesses of the United States. For the first time in the history of the country, a business man could always say that the corporation with which he was associated did or did not possess latent power to destroy competition and establish a monopoly. Furthermore, some of the leading minds of our business world were confident that certain combinations or mergers which created big business, so-called, aimed at efficiency and economy. These are qualities, however, which are at the base of all successful competition. If such economies and efficiencies of high order were secured they might, from one point of view, give the corporation which had attained these advantages practical control of the trade. Yet this is exactly what competition ultimately aims at.

At all events, the decision of the Northern Securities case has puzzled our leading business men ever since it was handed down. It has been one of the influences that have proved adverse to the development of American industry.

Therefore, it is believed here that as there is understanding throughout the United States of the meaning which lies behind the decision of the United States Supreme Court in the shoe machinery case, business men will feel that they have secured firm footing, or at least one element of doubt has been removed. The Supreme Court does not put a ban upon big business nor upon mergers. It has now no longer been the Sherman law as to assure business men that if their mergers or combinations are made for the purpose of suppressing competition, and in the course of the operations they do suppress reasonable competition, then their businesses are being conducted in violation of the Sherman law, and that this is precisely the sole issue.

HOLLAND.

## Clinton County's Original Plan for AGRICULTURAL PROMOTION

Bridging the Gap of Indifference Between City and Country.

### PLAN OF ORGANIZATION.

The Agricultural work now in progress in Clinton County, Iowa, is being conducted on the following plan: The Clinton Commercial Club, of Clinton, Iowa, is a corporation existing under and by the laws of the State of Iowa, with the usual object set forth in the Charter of Commercial Clubs. The by-laws provide that each of the directors shall be the chairman of one of the standing committees, therefore, when the agricultural work in Clinton County was organized it was placed in the hands of the Clinton Commercial Club as chairman of the Agricultural Committee. This committee, in addition to its chairman, has thirty members, ten of whom are selected from the city of Clinton, and twenty from the County of Clinton. The Agricultural Committee is authorized to secure an agricultural adviser, the duties of which officer will be set forth later in this article. This committee must be elected from men actively engaged in farm work or directly interested in farm life.

### ORGANIZATION DETAILS.

To carry this organization further it was decided that: (1) At least one local township unit should be organized in each township of the county; this local township unit to have at least ten directors, one of whom should be the president officer. (2) These ten men should all be members of the Clinton Commercial Club. (3) The membership in the local township unit should be made up of all the residents of the township paying annual dues of approximately \$2.50 each, 50c of which should be retained in the treasury of the local township unit, and the balance \$2.00 to be placed in the treasury of the Clinton Commercial Club. To carry this organization to the extreme in order that the closest application to farm life might be had, it was proposed that each of the directors of the local unit should organize and be the leader of a neighborhood club. The membership in this neighborhood club is limited to twelve families, and the object of the club is the assembling at least once each month of all the twelve families at the home of one of its members. The men will discuss farm work, animal husbandry, horticulture, and the mechanical side of farming, while the women of the families discuss domestic affairs and other matters of interest to them. A picnic dinner might follow, all providing for same in common after which matters of interest to the neighborhood may be discussed, and the women also would be given an opportunity for the children to participate. By the end of one year the club would have met at the home of every member and much would have been done.

To review briefly the outline of this plan, we might say: The agricultural committee is one of the committees of the Clinton Commercial Club; its chairman is a director of the Clinton Commercial Club, and the members of the committee (thirty in number) are selected, ten from the city and twenty from the county. Each member of this committee from the county is the president officer of the local unit of his township, which unit, in addition to its president officer, consists of nine directors and as many members as possible. Each director of the township unit will act as a leader of the home or neighborhood club, which is limited to twelve families.

### FINANCING THE WORK.

The financing of this agricultural work was done in the following manner: The Crop Improvement Committee of the Council of Grain Exchanges, with offices in Chicago, under the direction of its secretary, Mr. Bert Ball, is offering to the country at large \$1,000 for each county that will employ an agricultural expert subject to conditions set forth by the Crop Improvement Committee and later referred to in this article. The Clinton Commercial Club has accepted by the Clinton Commercial Club and is now being used in this work.

The Department of Agriculture at Washington, through Congressional appropriation, is assisting counties throughout the country to secure the employment of an agricultural expert upon conditions, as set forth later. The Clinton Commercial Club availed itself of this assistance, and is now enjoying its benefits at the rate of \$100 per month. To further finance this movement many farmers wanted to take part in paying the expenses. The Clinton Commercial Club therefore made the proposition that it would take into membership with full privileges any man living in Clinton County on the same basis as men living in the city, with the positive understanding that dues received from the farm members should be used for agricultural extension work only. Then in order to distribute this membership over the county, it was decided that each local township unit mentioned above, should contribute at least \$100 to this work, and for each \$100 contributed one member from each local township should be received as a member of the Clinton Commercial Club. It is desired that each local unit contribute \$100 to this work and would therefore name ten men for membership in the Clinton Commercial Club. One of these men shall be selected by themselves to act as a member of the agricultural committee and also as chairman and president officer of the local township unit.

It was further provided that it would not be necessary for one man to contribute \$100, but that a number of men might raise \$100 for each local township unit. However, only one membership in the Clinton Commercial Club is given for each \$1000 subscribed.

At the present time there have been organized sixteen local units, which will return to the Clinton Commercial Club somewhere from \$1,100 to \$2,000 in this fund, so that the sum total of the whole amount of money available would be from \$3,800 to \$4,000. In addition to this amount the Clinton Commercial Club guaranteed to furnish quarters and suitable office facilities for this agricultural committee, and their expert adviser. The Clinton Commercial Club has also assumed considerable responsibility at the outset by entering into a contract with Prof. M. L. Mosher, of Ames, Iowa, for a period of three years, before any of the amount was available, but their faith in the proposition has been substantiated by subsequent subscriptions as herein set forth.

No one connected with this work has ever had an idea of exploiting the farmer. It was not undertaken as a clever trade extension movement; it was not inaugurated for selfish motives, but with the thought of the mind: That any city that could better the conditions of the people within its own territory must necessarily be benefited in proportion to the success of the undertaking.

### IDEALS INVOLVED.

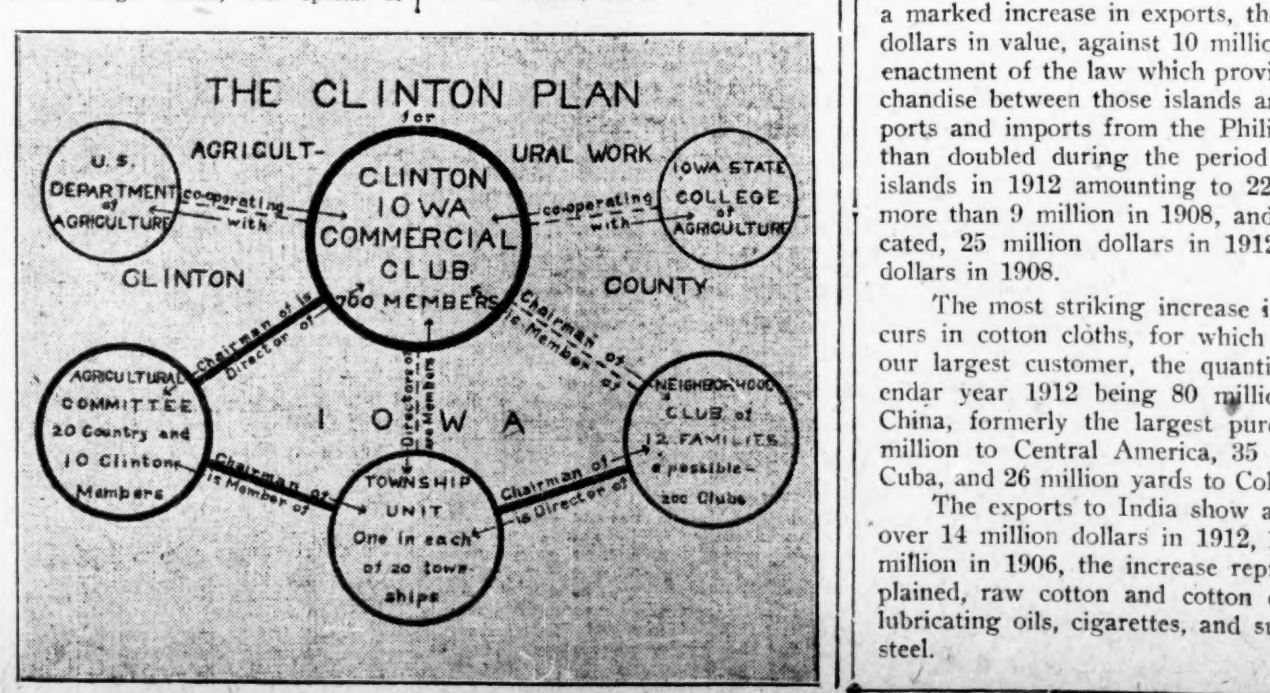
It is not altogether a matter of producing 100 bushels of corn where 50 grew before, or piling up a bank account to the greater altitude, half as much as that all men shall realize their kinship and the solidity of mankind; that the farm life shall become more attractive; that the burden of the housewife shall be less; that the education of the boy and girl shall be more practical; that better roads shall be built; that public improvements shall be encouraged. When all these ethical ideas are worked out no one need doubt that the financial gain to all parties concerned will be greatly increased.

The success of a movement such as this will depend upon the following conditions: It must be started with no ulterior or selfish motives. The men in whose hands the direction of the work is placed must be selected with great care as to the fitness for this important work. The Agricultural Adviser must be selected not entirely because of his technical training or scientific ability, but must also be considered in regard to his interest in the work. If his interests are purely mercenary, prompted only by the salary offered, then the most practical agriculturist will be forested to a failure. The man in the farming community must be met on equal grounds with the business man with a straightforward, clean proposition. The financial plans must be worked out in advance, so that the work can be organized on a permanent basis and not as the outgrowth of any short term efforts. And lastly the movement must be organized so that perfect harmony and co-operation shall exist between the local workers and the contributors of the larger funds, with special attention.

Hog cholera invaded the county and the agricultural adviser was called. His assistance was prompt and augmented by a government veterinarian, who held a number of meetings, instructed the farmers how to quarantine their pigs, and how to handle the serum treatment after inoculation. This had a very telling effect on the progress of the disease and no doubt has saved many times the cost of the work for this year.

Mr. Mosher, the Agricultural Adviser, has made many personal calls by request from farmers to assist them in laying out their farms for special crops and for crop rotation, the building of silos and the general lay out of farm buildings, etc.

It is impossible in the space at our disposal to print the various forms used and the by-laws of the township and neighborhood units. These can however be secured by writing to the Commercial Club of Clinton, Iowa.



## COMMERCIAL ORGANIZATIONS IN NATIONAL DEVELOPMENT

Speech of M. B. Trezevant, President of American Association of Commercial Executives, Before  
Annual Meeting of the Chamber.

The place of Commercial Organization in National Development is making more or less than an amplification of the position occupied by you business and professional men in your individual community development and is the pressing of the act of co-operative effort toward the ultimate goal of national progress the country's commerce. The result will be to stencil upon the map of the nation the legend "made in the United States" as an indication to ourselves and to others that sectional lines and provincialism are becoming effaced by the operation of commerce and that the wellbeing of the country's business and civic affairs demand a broader conception and concert if we would take rank with the great commercial nations of the world.

To you, who are gathered at this convention, it will seem superfluous to dwell upon the place occupied by commercial organizations in National development, for your presence is largely evidence of the fact that you, in your respective communities are units in the larger commercial organizations, which, in turn, are units of the national development through which we all hope and believe the heterogeneous business of the country may be mobilized and gathered in a compact, homogeneous, and effective fighting force for initiating those measures which time and experience have proven best adapted to the needs of modern business, either by means of legislation or by such direct methods upon which there may be common agreement.

### Civic Duties.

Up to the present time I have spoken almost entirely of the business reason for the existence of commercial organizations and their part in the civic life. But there are other phases having a direct and indirect bearing upon commerce in which such organizations not only may but must engage themselves if they would bring about the ultimate sum of its purpose—achievement of constructive ambition and the prosperity and happiness of a nation. Not only have we been largely drawn into the meshes of the commercial organization, but we have an immediate and important influence upon the lives and well being of cities and States and consequently upon the country as a whole—the problem of the conservation of the nation's health; the betterment of living conditions; the cost of living; the protection of lives and property from the assaults of organized destructionists and no less important the safety-guarding of the nation's natural assets and all other fundamental conditions which affect our daily lives and stimulate or retard our native energies.

In a country of such widely diversified interests, with so many problems of such magnitude, it is practically impossible task to co-ordinate them into a unification of any practical effect. It is a question in my mind as to whether or not we are prepared to crystallize the constructive agencies of the country as to give dynamic force to the demands of business and civic economy. This, I take it, is primarily the task of commercial organizations of the country.

Enthusiastic Support.  
C. F. Terhune, secretary of the Clinton Commercial Club, in response to a question as to the progress of the method for building city and country in mutual interest, has written the following letter:

Here at Clinton, more is thought of it every day. The men who have lived in Clinton most of their lives and considered that they had practically nothing in common with the farmer have awakened to take a new view of fundamental conditions, and it is very gratifying to see the merchant and the farmer coming together without compromise to men and boys and a common ground so essential to both of them.

Last week at a meeting of the "Agricultural Committee of Clinton County" seventeen out of the twenty townships of the county were represented (fully organized local township units). The enthusiasm and determination that was evidenced by the manner in which these men took up the problems was very gratifying. It soon developed that they, too, were thinking for they suggested many things that were highly practical. The meeting convened at 9 o'clock, and adjourned at 4:30 p. m. Counting both representatives and those present, there were thirty-four men in the conference.

This week the first short course school is in session in the extreme west end of the county, furthermost from the influence of the city. On the first day 120 people were registered for the week's work, having paid their \$1.50 admission. Ninety of this number were men and boys and thirty were the wives and daughters.

Mr. Mosher, the Agricultural Adviser, has made more than 125 stated meetings and has been very busy. The first week this fall was encouraging the necessity of hand-picked seed-corn. These meetings were held in the school houses and in the homes of the farmers. The entire neighborhood had an opportunity to be present, and in several cases every family in the district was represented, not only by the children but by their parents. This resulted in the picking of hundreds of bushels of seed corn in the proper manner.

Expert Assistance.  
Hog cholera invaded the county and the agricultural adviser was called. His assistance was prompt and augmented by a government veterinarian, who held a number of meetings, instructed the farmers how to quarantine their pigs, and how to handle the serum treatment after inoculation. This had a very telling effect on the progress of the disease and no doubt has saved many times the cost of the work for this year.

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C. F. TERHUNE.

## AMERICAN TRADE WITH THE ORIENT.

From Daily Consular and Trade Reports.

Trade between the United States and the Orient in 1912 was the largest ever recorded. This is true both as to imports and exports. The imports from Asia and Oceania combined were, according to a compilation just completed by the Statistical Division of the Bureau of Foreign and Domestic Commerce, 280 million dollars in 1912, against 160 million in 1902; and the exports to Asia and Oceania, 190 million dollars in 1912, against 96 million in 1902, a decade ago. Thus imports from the Orient, if we include all of Asia and all of Oceania under that general title, show an increase of 75 per cent in ten years and exports thereto an increase of 100 per cent in the same period. Even the phenomenal large exports of 1905, when the requirements of Northern Asia, due to the Russo-Japanese war, brought our exports to Asia and Oceania up to the unusual total of 168 million dollars, are surpassed by the total of 190 million in 1912, the highest record of exports to the Orient which our foreign trade has ever shown. The growth over 1911 is about 20 million dollars as to exports and about 30 million as to imports.

One striking characteristic of the growth during 1912 in exports to Asia lies in the fact that India and China have followed the example set by Japan some years ago in the purchase of American cotton. Both India and China are producers of raw cotton, India ranking second in the world's cotton-producing countries; yet the exports of raw cotton from the United States to British India in the calendar year 1912 amounted to 35 million pounds, valued at 3 3-4 million dollars, and to China, also a cotton-producing country, the exports of raw cotton in 1912 were 14 million pounds, valued at 1 1/2 million dollars. This movement of cotton from the United States in India and China is a quite recent development in our trade with that part of the world, the cotton exports to either of these countries having been practically nothing prior to 1911.

### EXPORTS TO JAPAN INCREASE.

Japan is a large importer of cotton from the United States, but the figures of 1912 far exceed those of any earlier year, our own trade figures showing exports of cotton to Japan in the calendar year 1912 amounting to over 209 million pounds, against 142 million in 1911, the high-record calendar year in cotton movements to that country. The total exports from the United States to Japan in 1912 were 58 million dollars in value, against 44 million dollars in 1911.

The increase in our exports to the Orient occurs chiefly in the trade with Japan, the Philippine Islands, and India. To China there was a slight reduction in exports during the calendar year, due to a decline in the quantity of illuminating oil and cotton goods exported to that country in the latter part of 1912, compared with the corresponding period of 1911. To Japan the increase of 14 million dollars in exports chiefly occurred, as above indicated, in raw cotton, though flour also shows an increase of about 1 1/2 million dollars. To the Philippine Islands there was a marked increase in exports, the total in 1912 being 25 million dollars in value, against 10 million in 1908, the year prior to the enactment of the law which provides for free interchange of merchandise between those islands and the United States. Both exports and imports from the Philippine Islands have a little more than doubled during the period in question, imports from the islands in 1912 amounting to 22 million dollars, against a little more than 9 million in 1908, and exports thereto, as above indicated, 25 million dollars in 1912, against practically 10 million dollars in 1908.

The most striking increase in exports to the Philippines occurs in cotton cloths, for which the Philippine Islands are now our largest customer, the quantity exported thereto in the calendar year 1912 being 80 million yards, against 70 million to China, formerly the largest purchaser of American cottons, 45 million to Central America, 35 million to Aden, 30 million to Cuba, and 26 million yards to Colombia.

The exports to India show a marked increase, amounting to over 14 million dollars in 1912, 11 3-4 million in 1911, and 6 1/2 million in 1906, the increase representing chiefly, as already explained, raw cotton and cotton cloths, and, in addition thereto, lubricating oils, cigarettes, and sundry manufactures of iron and steel.

country in their move toward national development, but they must first grasp the meaning of national commercial organization, and they must apply that knowledge to a practical purpose. It is clearly evident to those who have given the subject any thought or study, that the largely unorganized commercial organizations the widely scattered peoples of the country—those who form its civic and commercial structure, are not only drawn into the meshes of the commercial organization, but they have an immediate and important influence upon the lives and well being of cities and States and consequently upon the country as a whole—the problem of the conservation of the nation's health; the betterment of living conditions; the cost of living; the protection of lives and property from the assaults of organized destructionists and no less important the safety-guarding of the nation's natural assets and all other fundamental conditions which affect our daily lives and stimulate or retard our native energies.

Such is the very essence and character of the movement which has been drawn here in Washington, elbow to elbow, carrying out the great principle of the human association which makes for friendly understanding and co-operative effort.

### Interest Necessary.

But while we have come here for the purpose of forming the nation's commercial and civic affairs into a tangible unit, how well are we prepared to do this? This is an association of commercial and civic executives. How many of you here to-night and here in the morning have given any thought to the existence of your own commercial organization? You are all members, some are directors, officers, and presidents, past and present. How many of you regard it merely as an instrument for giving force and effect to your dictum, without figuring out that a commercial organization is something more than a so-called "boosting" machine? How many of you are charged with the responsibility of governing the affairs of your local body really analyze its needs for existing? How many of you realize more than perfunctory attention to the foundation and structural parts of your commercial organization and understand the purpose and possibilities of such bodies? How many of you realize the woeful deficiency in the structural parts of the average commercial organization?

Yesterday, I spent practically the whole day in the Bureau of Foreign and Domestic Commerce, in the Department of Commerce and Labor, going over their records of commercial organizations with a view to obtaining a better knowledge of the situation and to understand the purpose and possibilities of such bodies? How many of you realize the woeful deficiency in the structural parts of the average commercial organization?

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### Lack of Organization.

At the department yesterday, I dig out and correlated some facts and figures, which, however, approximate and inevitably inexact, nevertheless gave me, as it will give you, a condensed statement of the number of commercial organizations in the United States, their aggregate capital, and the situation in the country as well as in the situation at large. I am going to read this compilation to you, State by State, and I know that you will find it very interesting and new to all of us, as this is the first time, through the earnest and persistent work of the bureau, that such facts have been obtained:

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14

and a beautiful day. The ward commit-  
tees were in the polling places. A  
central campaign committee was at the  
Board of Trade building, in close touch  
with the mills, residence district scenes, views of  
the cutting of the Fifth Avenue "Hump,"  
one of the greatest of civic undertakings  
of the country, and like scenes.

not nourish in small quantities.  
H. L. WHITTING,  
Secretary Olympia Chamber of Commerce.

Regular meetings for the boys are held under the direction of the secretary of the Board of Trade, where city

organization in its entirety, possess another and greater requisite—knowledge.

**LOUIS D. SAMPSON,**  
**President Town Development Company.**



# Major Ports, Exporting More Than \$25,000,000 Worth

## NEW YORK NEW ORLEANS BOSTON

Prior to 1871, nearly all of the waterfront of the cities of New York, Brooklyn, Long Island City, and the adjacent territory, which has since been incorporated into the consolidated City of New York, was under private ownership. The lands under water below high tide level were the property of the State, and the owners of riparian rights to abutting uplands, before constructing wharves or piers were obliged to obtain from the State the grant of the right to use the submerged lands required for the erection of piers and similar structures. The conditions of these grants were various in their terms and made without relation to any general or controlling plan. In consequence numerous private owners, having secured grants from the State, constructed many piers and wharves, each according to his individual views or immediate needs, upon a plan satisfactory to himself and without relation to any adjoining development. There was consequently great diversity in the length and size of piers and in the capacity of the water slips adjoining.

This unsystematic development amply served the needs of the earlier development of the commerce of the port, but with the subjects being closely interrelated, the city's commerce, and especially the increase in the size of vessels, found this confused provision on the part of private owners to be inadequate. It then became necessary to systematize the unsystematic and unrelated structures of an earlier day.

### Public Ownership.

Accordingly in 1871 the dock department of the City of New York was created and the State ceded to the city the control of all the lands under water. From its inception the dock department entered upon the policy of the acquisition by the city, as rapidly as possible, of its entire waterfront and the substitution for the old docks and wharves of more modern and capacious structures upon a comprehensive plan, in which each unit should bear logical relation to the remainder.

Pursuant to this policy, the city during a period of forty years has gradually acquired a large part of the waterfront land of Manhattan, and now holds in public ownership about eighteen out of the twenty-eight miles of waterfront of that division of the city.

In 1887, Brooklyn and several other municipalities were consolidated with the former City of New York. The conditions as to docks in Brooklyn and the other municipalities so absorbed were even more heterogeneous and badly arranged than in the case of Manhattan Island.

The policy of public ownership has been applied only in a relatively small degree of the waterfront of the section last referred to, although the city has within a few years acquired an important waterfront of nearly two miles in extent at South Brooklyn and has made minor developments near the Navy Yard and upon Newtown Creek. It has also made a beginning toward the development of that part of the Staten Island frontage facing the upper harbor.

### Modern Piers Built.

The city has proceeded with comprehensive developments of that portion of the Hudson River waterfront lying between the Battery and Seventy-second Street. This development comprises a marginal way 150 feet wide directly adjoining the bulkhead, an approach to the piers, a marginal way 150 feet wide, and a pier structure.

Liberty Street and Thirtieth Street, a distance of about two miles. Through this extent substantial stone bulkheads have been constructed in connection with modern piers of various lengths, the maximum length being 850 feet. North of Thirtieth Street bulkheads have been constructed, but the marginal way has not yet been opened, although the city has acquired the property. At a few isolated points the city has also acquired property, but, broadly speaking, adequate and modern facilities have been provided throughout most of this extent. General development of the waterfront is prevented by reason of the fact that the waterfront is set aside for park purposes, so that only a few piers are practicable, at the foot of a few important streets.

The city has also, as part of a comprehensive plan, constructed new and modern bulkheads and piers on the Manhattan side of East River between the Battery and Corlears Hook, at which point the East River bends sharply to the north. A considerable number of piers, at intervals, as far north as Blackwell's Island, where the use of the waterfront is interrupted by a precipitous bank and a narrow channel. Still further to the north in the Harlem neighborhood, the city has made very considerable dock improvements and has proceeded rapidly with the development of both sides of the Harlem River for a great distance.

In South Brooklyn about a half a mile frontage has been acquired and has been improved by bulkheads and piers of the most modern type. The largest of these piers is 1,650 feet in length and 150 feet wide, the bulkhead being 300 feet wide, thus affording ample accommodation to the largest ships of the present day. The two adjacent piers are somewhat shorter, but are also of the most modern type.

The remainder of the city's waterfront in this section, lying about one mile and one-half to the south, has not yet been improved. The outlay thus far made by the city upon this South Brooklyn dock property is approximately \$10,000,000.

### Income from Rental.

During the forty-one years from 1871 to 1911, inclusive, the city's outlay for docks has been \$10,750,000, of which \$23,000,000 was for the acquisition of waterfront property, \$5,535,000 for construction, \$11,230,000 for maintenance and repairs, and \$7,665,000 for administration. During the same period it has received revenues aggregating \$88,300,000, derived mainly from rents, the majority of the piers constructed by the city being rented, a smaller portion being retained as public piers for general use, which latter return but small revenue derived from wharfage charges. It thus appears that the city's investment in this point of view produces a very handsome return, about 80 per cent of the property having been paid for out of the earnings. Hitherto, however, a more comprehensive development by the city of the entire waterfront has been impeded by the immense financial demands imposed by other pressing public improvements, notably the construction of subways, which has absorbed and will absorb for a number of years in the future, all the funds at the city's command.

### Bond Issue.

This condition, however, has just been changed by a court decision which has determined that the dock properties represented by \$70,000,000 of dock bonds, hitherto issued by the city, are self-supporting; that is to say, that the revenues provide not only for the operation and maintenance of the properties, but also for the payment of the interest charges and the amortization of the bonds at maturity, and, therefore, under a constitutional provision, such bonds are exempted from the limitation as to public indebtedness. By this decision the city is empowered to issue \$70,000,000 of bonds additional, of which \$50,000,000 will at once be available for purposes of dock construction.

The necessity for a general reorganization of the city dock and terminal facilities has been evident and has recently become pressing. Plans for such reorganization have been under consideration for a considerable time and have at last reached the stage where a start has been made and the adoption of a comprehensive plan, suit-

ed to the present and future needs of the city's commerce, is a certainty at an early date.

### Railroad Terminals Interfere.

Any adequate explanation of these plans requires consideration not only of docks but also of railroad terminals, the two subjects being closely interrelated in the case of this city as to be inseparable. During the earlier period of dock development, which has been briefly outlined above, no consideration was given to the question of coordinating railroad terminals with the facilities of water traffic. Moreover, the location of railroad terminals in the City of New York has hitherto been determined wholly by the insular position of the city, which compelled the location of the rail terminals upon the waterfront, regardless of convenient access to them by shippers. In consequence of these conditions, two very harmful and wasteful results have followed.

1. That a very large proportion of the Hudson River waterfront of Manhattan has been monopolized by railroad terminals, the effect of which, by excluding marine commerce, whose need is most pressing, from the occupancy of the most accessible part of the city's waterfront.

2. The deprivation of shippers, especially the large factory and distributing interests, of direct rail connection, thereby making necessary a long haul by wagon and excessive cartage charges.

A further result is the extreme congestion in the streets adjacent to the waterfront, the loading and unloading platforms are necessarily limited to the width of the piers and slips occupied by the railroad for car freight purposes. The effect of this absorption of a large extent of waterfront for railroad terminals (to which a water frontage is not essential) is to deprive marine commerce of the accommodations necessary to it and to produce a great congestion in the latter.

The modernized system of docks which the city has been constructing during recent years is wholly inadequate to meet the cumulative demands upon it, due in part to the diversion of facilities to railroad use, and, further, and perhaps to a greater degree, to the rapid increase in the size of ships, for which adequate provision has not yet been made. The situation, therefore, demands:

First—That the city should build a considerable number of piers of much greater length than now exist. Second—That it should cause the removal of the railroad terminals from the waterfront, with the exception of the few piers needed to give access to upland railroad terminals. Third—That the city should acquire as rapidly as possible the existing private piers, not only in Manhattan but in the other boroughs, and develop them to provide piers of greater length and width than at present, with ample ship room between.

Fourth—That connecting terminal railroads should be constructed immediately adjacent and parallel to the waterfront, having switch connection therewith, and also connection with adjoining rail terminals and with factories and warehouses upon the line.

### Plan New Piers.

These needs are recognized in the plans now pending for the reorganization of the port facilities of this city. The Board of Estimate and Apportionment has recently adopted plans for the construction of several piers 1,200 feet long, or more, upon the Hudson River waterfront, north of Fortieth Street. The estimated expense of these piers is from \$2,000,000 to \$4,000,000. The work will be relatively costly, inasmuch as the width of the river at this point precludes extension into the stream beyond the present bulkhead line and in order to obtain the desired length shoreward, excavation of some 400 feet through a rock ledge must be made.

As an alternative to this proposition, and possibly in addition to it, it is proposed to secure, if possible, piers of greater length in that portion of the waterfront lying between Thirtieth Street and the Battery, which at and near its center would be some 200 feet further in the stream than the present piers, thus permitting the construction at that point of several piers 1,000 to 1,100 feet in length. This project, however, cannot be carried out without the consent of the Secretary of War, whose engineers oppose the narrowing of the river at this point, although all other authorities believe that the river is here of such ample width that the proposed reduction would not be harmful.

The construction in the near future of a terminal railroad parallel to the waterfront, between Sixth Street and Cortlandt Street is practically assured. The New



With the Panama Canal 1,380 miles distant to the south, nearer by 600 miles than New York, and standing as the nearest great American seaport to Colon, New Orleans has been putting her house in order for fifteen years in advance to reap the reward of its natural advantages. How this has been done is an example of civic patriotism and far-sighted vision that even New York, with its preponderating influence, has found necessary to follow, for New Orleans, of all the seaports of the United States, was the first to take possession, with resolute hand, of its great harbor utilities and the extent and character of its municipally owned waterfront and belt railroad switching terminals is a monument to its sagacity. The men who had the spirit and audacity to take time by the forelock and prevent the control of its greatest asset as a seaport by private interests, New Orleans pronounced against private control fifteen years ago and refused to lease its wharves to such interests.

The laws of the State and its riverfront must belong to the people. And it always has been owned by the people. But for many years private interests, leased from the municipality until the people saw the folly of a policy that permitted the monopoly of its greatest asset, terminated the lease and entered into a period of municipal ownership in which every citizen is a direct stockholder. From that date the port facilities at New Orleans took an upward turn and to-day, with an expenditure of only some \$4,250,000, the wharves of the city are covered with modern steel fireproof sheds to protect cargo, and the tax on shipping has been reduced to a minimum cost. In this manner was taken the first step to the pure New Orleans as a seaport to profit by her proximity to the Panama Canal.

Public Belt Railroad. But that was not all. When the merchants and exporters found that railroad and shipping terminal facilities behind the wharves were needed to complete the junction, they determined upon another venture which,

York Central and Hudson River Railroad now has tracks covering a portion of this route. It has made a proposal to the city to remove its tracks from the street surface and to construct an elevated freight line, which will serve its freight terminals and those of other railroads, if desired, and also directly serve factory and warehouse buildings adjacent.

The Dock Commissioner has also prepared plans essentially similar to those of the New York Central and Hudson River Railroad, which plan to take over the rights of that company, the line shall be constructed by the city and operated for the joint use of the New York Central Railroad and others. In addition, all the waterfront railroad terminals located upon that river frontage be removed and substituted by land terminals connected with the elevated freight line. The exact form which this improvement will take is yet uncertain, but it is beyond question that one or the other of these proposals, more or less modified, perhaps, will speedily be adopted.

As to the Hudson River waterfront of Manhattan, therefore, we have the probability of a number of long piers of the highest modern type near Fortieth Street and the possible extension of a number of piers between Twenty-third Street and the Battery.

### Brooklyn Waterfront.

Even more important improvements, economically speaking, are in the way of becoming actualities in the case of the Brooklyn waterfront. With the single exception of the notable Bush Terminal improvements at South Brooklyn (which are unsurpassed anywhere in the world) the Brooklyn waterfront has been in a most backward state. It has been crowded with narrow, shallow, and antiquated wharves, and it has been without adequate rail connections. Its lack in this latter respect has prevented extensive factory development in a large area adjacent

to the waterfront and otherwise most desirable for factory development. The only means of rail connection has been by a few and inadequate car ferries, and there has been no means of giving to shippers the combined advantage of water transit and general rail connections. The first step in supplying this deficiency has been and will be taken by the city government, which has adopted a general plan for a marginal freight railway along the waterfront from Brooklyn Bridge to Bay Ridge, a distance of about four miles. This railway is designed to serve all the piers along its line and likewise to provide ship connection with the factories and warehouses and likewise to provide direct rail connections with all the railroads serving New York by means of a general classification yard and of adequate car ferries to be operated in connection therewith. Two separate parts of this section are now served by private railroads operated by the

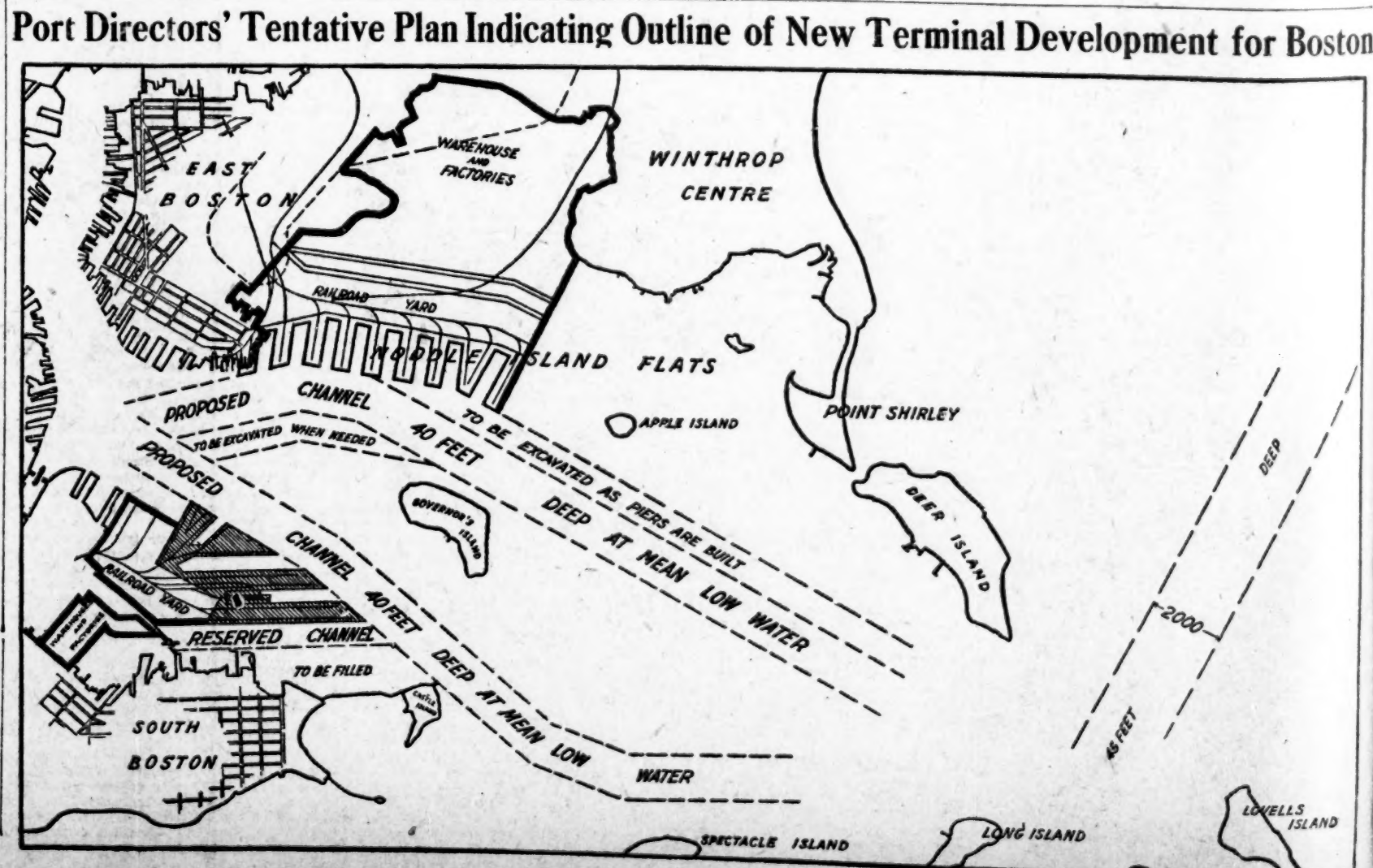
Public Lighterage Service. Still another great public utility is on the cards for New Orleans, and while these plans have not been adopted, they ultimately will be. Reference is had to a system of municipally owned harbor lighterage operated as a part of the Public Belt Railroad, just as the public warehouse system will be operated by the Public Dock Board.

The New Orleans plan will differ from that in New York and other ports only in that it will be owned by the public and operated, not for profit, but to reduce the port and handling charges to a minimum. New Orleans has, on both sides of the river, some thirty miles of harbor frontage, every foot of which will ultimately be covered by municipal sheds, backed by municipal belt railroad, served by municipal lighters and facilitated by municipal warehouses, the two presently operating branches of which have already demonstrated their unquestioned title to precedence as the most successful publicly owned port facilities on the American continent.

M. B. TREZEVEANT, Secretary-Manager New Orleans Progressive Union.

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### Port Directors' Tentative Plan Indicating Outline of New Terminal Development for Boston



The port developments of Boston during 1912 have brought great satisfaction. The actual accomplishments are trivial when compared with the needs of a New England and a Boston that, if all goes well, should grow mightily in a commercial way in the next quarter century, and even the tentative plans outlined hardly more than scratch the surface of port necessities.

But a beginning has been made. Boston and Massachusetts have started the long deferred task of developing the natural resources of what is to be one of the greatest harbors in the world.

### Chamber of Commerce Aids.

Early in the history of the new Chamber of Commerce—for with the reorganization in 1909 it became in almost every sense new—it emulated the example of the chief European seaports in assisting to formulate and bring to pass a plan for a special port commission to which should be entrusted the power and adequate funds for the development of the port of Boston.

The campaigning was necessarily active and the chamber, through its regular and special committees and its executive officers, worked zealously for the interests of this movement for this centralized authority. Public sentiment was aroused for co-operation, both sentimental and financially practical, for the work of the chamber sought and found the support of the Governor of the State, of the mayor of the city and of fellow commercial bodies and of prominent and public-spirited citizens.

The result was the creation by the Massachusetts Legislature of the port commission known as "The Directors of the Port of Boston" and the placing at their disposal of an initial appropriation of nine millions of dollars for the purposes of port development. The members of the board were not appointed until December 6, 1911, and their work had scarcely begun when the new year of 1912 dawned.

It is, then, by the accomplishments of but a single year that Boston's movement for improved port facilities must be judged. It should not be forgotten, however, that the ground had been prepared beforehand. The report of the Metropolitan Improvements Commission, made in 1909, devoted much space to consideration of the problems of waterfront, terminal facilities and methods of freight distribution, and published valuable maps illustrating existing conditions and the needs of the port. As a part of this report and also in separately published papers, came valuable contributions to the general knowledge of dock and other port improvements of Europe's greatest waterfront cities.

All this served to focus public interest upon the needs of growing metropolitan Boston for radical and planned-for-the-distant-future waterfront development. The newspaper press aided, and creation of public sentiment was made possible. In this work the Boston Chamber of Commerce took part, and it is still making exertions which will not be remitted until Boston has taken its rightful place among the world's great ports to which the commercial prestige of New England entitles it.

### New Passenger Service.

The directors of the port have little more than begun their work, for, as commissions go, a twelvemonth is but a brief span when great undertakings are in the balance. In their first year much has been planned and not a little actually accomplished.

The most important accomplishment was one of two-fold character. The construction of the Hamburg-American Line, which it would do well to establish a passenger steamship service between Boston and European ports is linked with the reversion to the State of the Commonwealth Pier, held by lease to the New York and New Haven Railroad, for it is at this dock that the Hamburg-American Lines will discharge and take aboard passengers and cargo in the spring of this year.

Several years ago the chamber was represented by the chairman of one of its most prominent committees at conferences in both Hamburg and London with the highest officials of the Hamburg-American Steamship Company. This preliminary work and the suggestion of the chamber and its committee on maritime affairs added to the work of the directors of the port, supplemented by the active interest of the New York, New Haven and Hartford Railroad, resulted in the announcement by the Hamburg-American Line that it will in May make Boston one of its ports for trans-Atlantic passenger steamships.

### State Equals Pier.

Directly upon the decision, the need of additional accommodations to provide for the great steamships which are to be assigned to Boston service was realized, and the directors of the port accordingly determined to make use, if possible, of the Commonwealth Pier. This pier was built and owned by the State, but was held under lease to the Old Colony Railroad, a considerable part of the New Haven. It was believed that this pier was the most favorable means of supplying in quickest time and at least cost such a terminal as needed to accommodate the largest vessels. Several months of negotiation resulted in the State securing control of the pier in November last, and for its improvement two and a half million dollars were set aside from the nine million dollars appropriated by the Commonwealth.

These improvements include dredging the ship's berths to forty feet below mean low water. The pier, which is without buildings, and is 1,200 feet long and 130 feet wide, is to be covered with a two-story fireproof shed, equipped with modern facilities for the handling of passengers and freight. Railroad tracks will be laid and the connections with the highways will include a covered viaduct for passenger service leading from the second story to Summer Street, a broad artery of the city's commerce. But half of this pier will be devoted to the business of the Hamburg-American Line, the balance being available for other shipping.

The new service will be inaugurated with the steamships Cleveland and Cincinnati, each nearly 17,000 tons. To this will be added in 1914 the American, of 22,623 tons, and in 1915 the Kaiserin Augusta Victoria, of 24,381 tons. Later, the Hamburg-American people will add a Mediterranean service.

Incidental to the transaction by which the lease of the Commonwealth Pier was

### To Build Dry Dock.

Another accomplishment was made when the sum of three million dollars was appropriated in December last for the construction of a dry dock of a size to accommodate any present or projected steamship. This dry dock will be the largest in this country, and the only one of its kind in New England, dating vessels of the largest type. It will be completed in three years and will be erected at South Boston on State land at the bottom of the Commonwealth Pier, or a rock bottom. The new dock will obviate the necessity of big vessels going to Halifax, New York, Philadelphia, Baltimore, or Newport News for repair, as at present it will be used among others, by the White Star, Cunard, and Hamburg-American Lines, who have offered financial assistance toward its upkeep.

This rock bottom is about 50 feet wide at the widest part, about 200 feet at the narrowest, and well calculated to sustain steamships like the Imperator, of 5,000 or more tonnage.

According to the tentative plan of the port directors, the South Boston dry dock will accommodate steamships 1,000 feet long and 130 feet wide. It is planned to have thirty feet of water at the sill, at high tide the depth of water will be thirty-nine and one-half feet. To provide passage to the entrance, some 2,000 feet from the edge of the main ship channel will have to be dredged to a depth of thirty feet or more.

Early in the history of the directors of the port, an engineering staff was organized, with Frank W. Hodgson, who has had long experience with the Harbor and Land Commission, as engineer. Edwin J. Clapp, an authority on port facilities, who has had the advantage of wide study of conditions in European ports, was engaged for expert service. The co-operation of Baron Wendemuth, the noted foreign dock expert, also proved extremely valuable. As important factors in the work of planning for the upbuilding and reconstruction of Boston Harbor, plans have been prepared for further development of certain waterfront properties, and early suggestion was made for public ownership of all our foreign terminals.

In October last, the sum of three millions was appropriated by the directors of the port to secure access to property owned by the Commonwealth

### Continued on Page Six.

UP to the time of going to press the article regarding the port plans of Philadelphia had not come to hand. This will be included with the later survey of ports handling less than \$25,000,000 worth of exports annually.



# of Commerce, Are All Planning for Better Equipment

## BUFFALO

## WILMINGTON

## GALVESTON

"What was the most important achievement of the year in your city in 1912?" Put that question to the average, or even the well-informed Buffaloian, and you will get a variety of answers.

"Our big increase in building operations," one will say.

"The industrial expansion and big increase in number of new factories," another will answer.

"The growth in population; we are exceeding the record period of 1880-82, when we gained 100,000," will be the opinion of the third.

None of them, at least not more than ten in 100,000 will answer that the greatest accomplishment, the one big achievement, the thing of paramount importance to every vital interest of the city is the fact that in 1912 all difficulties were overcome by this result:

### Ten Miles Added.

Ten miles of dockage ready for immediate improvement, for the building of slips, piers, wharves, etc., were obtained for the city. Of this frontage, at least 2.5 miles will be owned in fee simple by the city itself, with the chance to acquire as between the Federal government and the city. Not only is this immense extent of dockage "available" for development, but plans are actually in progress, in some instances advertising of the work is in progress, to utilize these water-terminal facilities in the quickest possible time. For short distances, improvements have actually been made. This additional dockage, it should be understood, is over and above that now in use in the city, and is absolutely exclusive of Buffalo's present water-terminal facilities, which are so extensive that enough tonnage is handled here annually to make Buffalo one of the world's ten largest ports, a port so large that this winter, cargoes valued, \$50,000,000 worth of vessel property was harbored here.

### Niagara River Frontage.

Now has this additional dockage anything to do with plans under consideration and partly executed for the completion of that portion of the Niagara River frontage extending from above Niagara Falls to Buffalo, and embracing Grand Island, a frontage estimated at including between fifty and sixty miles of dockage facilities, when developed.

It should not be inferred that the accomplishments of 1912 had their inception in the year 1912. That would be too much of a marvel, but the story of what led up to the present situation is worth telling, and recalls the gradual tale of the mustard seed and its growth. The results obtained in 1912 are gradually, as the culmination of a long period of endeavor, and it was merely a coincidence that the several projects involved were all settled in the same year. Hence, the lack of general knowledge of the subject.

### Fire Tug Indirect Cause.

Twenty-four years ago the city of Buffalo bought its first tug, and there was much joy among the citizens over a harbor improvement.

It was felt that Buffalo was becoming quite an important port when it required fire protection facilities of this sort. But the steady citizens received a severe jolt when it was discovered, after the tug was bought, that the city did not own sufficient dockage of its own to provide a berth for the tug, and that quarters would have to be found. This, too, in a city which boasted of a water frontage ten miles in extent as the crown jewel, not including the miles of extending piers, slips, wharves, and small streams.

The purchase of that fire tug, however, proved of incalculable indirect benefit to Buffalo for the next half century, for every citizen's mind that the city had been shamefully neglectful of itself and doubtfully derelict in its duty to posterity in permitting all sorts of interests to acquire possession of the water front and making no attempt whatsoever to reserve some for itself. The agitation then began was carried on systematically for nearly a quarter of a century, with the result, as stated, that last year negotiations, begun so long ago, were brought to the successful close already indicated.

From nothing at all to ownership of a water front of 100 miles of water front is something. From nil in dockage facilities to possession of property which, with slips, will give miles and miles of water terminal facilities, and a harbor capable of accommodating a single small fire tug to being actual owner of water front property that will furnish accommodations for lake freighters of all sizes, lake passenger boats, for its own excursion boats, besides throwing in considerable acreage in the form of water front parks, is best of all, and will confer lasting benefits upon untold citizens hereafter those who assisted in bringing this about have been laid away and forgotten.

Private interests, city, State, and nation, have combined to bring about this state of affairs for Buffalo, and they have worked along broad lines, yet all so interwoven as to produce a single and extensive development of the city's water front, harbor, and dockage facilities commensurate with Buffalo's importance as a port.

Plans outlined, the several developments may be divided under seven different heads, as follows:

(1) Sea wall and Hamburg Turnpike.

- (2) Barge canal terminals.
- (3) Government ship canal.
- (4) Harbor line from Georgia to Jersey Street.
- (5) Bird Island pier.
- (6) Squaw Island.

### South Harbor Extension.

With reference to the sea wall and Hamburg Turnpike controversy, the interchange of land titles was practically completed in 1912, only a few out of the eighty still remaining, and these few requiring merely the approval of the State of New York.

The settlement of these matters quiets all questions of title, which have interfered with the development of the water front of the South Harbor of Buffalo, covering a distance of about three miles.

The city and other interests involved in this part of the city's water front will get grants from the State of New York, and thereby will be enabled to fill in the land to the harbor line, or else construct piers to the harbor line. The indi-

at one end or Black Rock Harbor at the other end.

### Government Ship Canal.

The Government Ship Canal, so called, extends from the headwaters of Niagara River to and through Black Rock Harbor to what Buffaloians refer to as the Lower Niagara Falls. This ship canal, at present, varies from 200 to 500 feet in width, and has a uniform depth of twenty-three feet. It is about five miles long, and has just been completed.

Incidental to the construction of this canal, the government has built what is said to be the largest trawler lock in the world, at a cost of upward of \$100,000. This lock is finished and accommodates vessels to a length of 700 feet and a width of seventy feet. The entire channel, including the lock, has cost between \$4,000,000 and \$5,000,000.

By the construction of this canal, all that portion of Niagara River above Niagara Falls and below the reefs and rapids where Lake Erie empties into the river is thrown open for industrial development, a territory easily embracing enough water front, Grand Island included, to provide between fifty and sixty miles of dockage facilities. Grand Island is an immense tract separated from the mainland by about 3,000 feet, and capable of being bridged. All this water frontage, through the new channel, is made accessible to the largest vessels now plying the Great Lakes.

### Georgia Street to Jersey Street.

Another important harbor transaction which was closed during the year was the acquisition by the city of all that part of the water front extending from Georgia Street to Jersey Street, a distance of upward of 4,000 feet. The city already has plans in view for the immediate improvement of this property. The intention, at present, is to fill in all land under water to the harbor line, without piers or slips, but making provision so that lake freight and passenger boats can utilize the entire frontage. One-half of this frontage is now available for the largest lake boats, because the United States ship canal follows this frontage for a distance of 2,000 feet. The question of dredging the lake to bring the channel to the harbor line is now under consideration. This portion is at the north end, and is to be used for park, recreation, and excursion dock purposes. The south end will be utilized for commercial docks.

All this land was acquired by the city at a cost of \$400,000, and affords the finest possible facilities for transshipping from lake to rail or vice versa. It will require

Wilmington's place among other South Atlantic ports and as North Carolina's leading seaport, has recently caused her to be recognized with more importance to the State at large than ever before, on account of the opening of the Panama Canal in the near future.

Last improvements in terminal facilities to accommodate all classes of ocean traffic have been provided in the past two years in keeping pace with the construction of similar facilities to be utilized for the same purpose at Charleston, Savannah and other southern ports, and this city will undoubtedly share in the Pacific coast traffic.

This part has rapidly developed into a large distributive point which was inevitable on account of erection of eleven large terminal warehouses, making it the logical port of entry for a large territory. Steamers from European ports and South America arrive here almost daily with large cargoes of fertilizer constituents and a good deal of these raw materials from abroad, not utilized by local concerns, are discharged at the large terminal warehouses and re-shipped to the various fertilizer interests throughout the State. Aside from the sailing vessels with various cargoes received at our northern ports arrive here in large numbers and discharge at the warehouses, which supply the constant demand from the interior.

### Increased Facilities.

In 1900 there were only three small storage warehouses located at the port of Wilmington, and now there are seven large terminal warehouses, each to their capacity. This mark of enterprise and progress is at present attracting much attention from North Carolina, and is a source of pride in the State's trading port and the dreamed of possibilities are rapidly becoming a reality.

Wilmington has long been recognized as the fourth port in the South, exporting and will retain that distinction again this year. The enormous exportation of cotton, which reached up to a million of bales annually, has given the port prominence throughout the continent. The largest single cotton exporting firm in the world is located here, and the port has been carrying anywhere from 10,000 to 17,000 bales of the staple across each trip. The compressing facilities are a marvel and it is of interest to know

that cotton is shipped here to be exported from several Southern States. The exports in 1900 from Wilmington were valued at \$10,909,000, as compared with \$28,812,000 in 1911, which shows a phenomenal increase. The imports have markedly increased during the same period, recent statistics showing them to be valued at \$109,000 in 1900 against \$2,300,000 in 1911.

### To Deepen Channel.

The Cape Fear River has a depth of 25.5 feet to Wilmington, with 33 feet on the bar, and the work is being pushed steadily forward for a 30-foot channel to the sea.

The possibilities to be derived in the development of the upper Cape Fear River is of great concern to the port of Wilmington at the present time. It will mean an extensive river traffic with the many small ports that depend on Wilmington as a trading center, and of still greater importance will be the manufacturing interests that will locate along its banks within a few miles of the city when a greater depth of water is secured. The Cape Fear River is the only outlet to the sea with sufficient depth of water to be of any consequence. The lumber industry is an important factor along the upper Cape Fear, and its recent development is most extensive than ever before. Large concerns in all parts of the country are investigating the possibilities along this line with a view to taking advantage of the wonderful timber resources and locating plants of various kinds throughout this section. Wood for furniture, columns, boxes, and other purposes, of all kinds can be secured in unlimited quantities at reasonable cost. Deeper water on the upper Cape Fear will open a new field of endeavor, and will be of great advantage to the manufacturing concerns. The large concerns located above Wilmington at present have united in their effort to secure a greater depth of water, and satisfactory progress to that end is being made.

Wilmington's geographical position at the mouth of the Cape Fear as a gateway, with 400 miles of inland navigation and six railroads extending in all directions, makes this port one of the most desirable distributing points on the South Atlantic seaboard.

H. B. BRANCH, Secretary Chamber of Commerce of Wilmington, N. C.

## SAN FRANCISCO

The addition of about four miles to the effective water front of San Francisco and the practical doubling of the pier area will result from the completion, before the middle of 1913, of new piers, passenger and car ferry slips, and a large section of sea wall, made possible by a recent bond issue of \$20,000,000 for permanent water front improvements.

Chief Engineer Jerome Newman has completed, and the State Board of Harbor Commissioners has approved, the plans and specifications for most of the new construction work. Of the new piers those to the south of the ferry building and a section of sea wall already under construction, and bids are being asked on the seven new piers which will be built to the north of the present Lombard Street wharf, and also on five passenger slips and two car ferry slips, which will be built to take care of the city's growing transbay passenger and freight traffic.

An eighteen-hundred-foot extension southward of the city's sea wall will also be built at this time, and condemnation proceedings have been commenced to establish a new section of the city's waterfront. The four blocks of submerged land in the India Basin, funds for the acquisition of which have been provided by a special bond issue of \$10,000,000. Ultimately, completion of a 600-foot gap in the sea wall will restore to the Harbor Commission the right to build wharves along the China Basin, now under lease to one of the transcontinental railroads.

### Source of Revenue.

The Harbor Commission has, during the past twenty years, constructed 13,000 lineal feet of permanent sea wall, including the work now in progress, and has reclaimed upward of twenty-five acres of valuable land, the rentals on one hundred and twenty-five thousand dollars per year.

Another important source of revenue, and one which has recently made possible

the great intermountain country to the eastward. According to the marine reporting service of the Chamber of Commerce, the arrivals of shipping which are the measure of the world over of the magnitude of the port's marine business, have increased 12 and 16.7 per cent, respectively, in the past two years, while the average number of vessels passing the Point Lobos lookout has increased, during 1912, 25 per cent over the corresponding months of 1911.

This is perfectly natural and normal growth, resulting from the building up of the port's tributary territory and the increase in foreign shipments. The exports from this city to China, Japan, Asiatic Russia, and the Philippines alone have increased from less than \$2,000,000 in 1896 upward of \$16,000,000 in 1911.

The position of San Francisco is of the greatest strategic importance. It is in the middle latitude (in 37 degrees 47 minutes) and is situated so near the available great circle route from Panama to Yokohama that to touch here only lengthens the voyage 163 nautical miles; an inconceivable matter in a run of over 7,500 miles.

The coast of California, if turned over and fitted against the Atlantic Coast, would stretch from Cape Cod to Savannah, in the past two years, while the average number of vessels passing the Point Lobos lookout has increased, during 1912, 25 per cent over the corresponding months of 1911.

The running of spur tracks on both sides of the broad new pier will bring about the complete and much-desired coordination of ship and rail. Several of the freight piers will be equipped with the most modern freight-handling devices, consisting of traveling cranes, trolleys, and ship trolleys.

Three of the new North piers will be assigned to passenger service, and will be two stories in height, so that passengers can disembark onto the second floor and escape the confusion of the freight deck.

The new piers will be of the most modern and durable construction, and in their design embody the best experience of the past and advice and suggestions of the port's leading shipping and commercial men, referring to the city's position with relation to its California hinterland and to

The greater harbor project now before Congress with the recommendations of the army engineers is the crowning effort of Galveston. In response to an act of Congress providing for a "survey and making plans for improvements of inner harbor at Galveston," Capt. C. S. Riche in 1901 made a survey and report of a dike from the main land to Pelican Island. This plan was never adopted, and the present movement for a greater harbor practically dates from the Trans-Mississippi Commercial Congress of 1907, at Muskogee, Okla., when resolutions were adopted calling upon Congress to authorize the appointment of a board of engineers to examine and determine upon a systematic plan for the improvement of Galveston Harbor, taking in the Galveston channel, the Texas City channel and the Port Bolivar channel. The Congress of 1908 authorized the board, a hearing was held in June of that year, and a few months afterward Capt. C. S. Riche, then government engineer in charge of the Galveston district, made a report recommending a plan of improvements of cost completed \$20,000,000 on a basis of 35-foot depth throughout. The plan contemplated the extension of the jetties, the widening of the Galveston, Texas City and Port Bolivar channels, the creation of other channels along the harbor lines as needed by commerce, and the construction of a rock dike from Texas City on the mainland to Bolivar Roads along the north side of the Texas City channel. When the report came from the hands of the chief of the engineers, the plan in its essential details stood intact, but a 30-foot project was recommended and some other features were eliminated. The chief of engineers recommended an immediate expenditure of \$5,000,000 to extend the jetties, build the Texas City dike and widen and deepen all channels to thirty feet. In this shape the plan went before Congress in December, 1909, and it remains to be seen how much of the plan will be provided for by Congress.

### Dike Proposed.

While this plan of harbor improvement has been approved and recommendations have been made to Congress for the appropriations, little has been done toward its development. The whole scheme of improvement is dependent upon the construction of a dike, which it is proposed to build along the north side of the Texas City channel from Texas City to Bolivar Roads. The purpose of this dike is to divert the Gulf of Mexico current from the Texas City channel to Bolivar Roads and thus prevent the deposit of silt in the Texas City and Galveston channels. With this protection the Gulf of Mexico current will be diverted west to the mainland and along the mainland to Texas City, where it will join the Texas City channel. Another channel will extend along the west side of Pelican Island, joining the Texas City channel at the north end of the dike and the Galveston channel at the south end. This will give a channel all around Pelican Island. The material from the dredging of these channels will be used in raising Pelican Island and making a harbor of high-water mark. With a channel all around Pelican Island it is evident that it will become a very valuable asset to the city and will be worth several millions. With this greater harbor project fully developed, Galveston will have a greater harbor area than New York now has.

The slip system over the entire water front available, her docking facilities will be increased almost indefinitely. This is the project which is destined to make Pelican Island a part of the city of Galveston to hold so steadily in the future of the city. The land to private individuals or to corporations.

The opening of Galveston harbor to the commerce of the world has saved annually from \$20,000,000 to \$30,000,000. The United States Government has expended \$12,000,000 in securing deep water, but fully \$10,000,000 has been spent by private capital in the development of the water front and providing other facilities for handling traffic. The development of the water front of Galveston Island and the deepening of the harbor have been the two great agencies in the upbuilding of Texas, for they have encouraged railroad building and brought around the rate conditions that have caused the State's growth.

### Shipping Facilities.

Galveston's developed water front now extends from Tenth to Forty-fifth Streets. The holdings of the Galveston Wharf Company extend from Tenth to Forty-first Streets, while the Southern Pacific has developed four or five ten blocks of frontage, which extend from Forty-first to Fifty-first Streets. The water front lies in a semi-circle, or crescent, about the city, and the magnificent view as one approaches from the sea.

The Galveston Wharf Company now has a linear wharf frontage of 16,000 feet, capable of berthing fifty vessels. Inside berth, one time, four masted vessels, covering the larger share of the

Galveston Commercial Association.

This improvement will complete the development of the Galveston Wharf Company's water frontage, and after it is completed the company will devote its attention to redeveloping the old piers with new concrete and steel ones.

An elaborate system of tracks, with a total of 38½ miles, and owned by the Galveston Wharf Company, will enable the expeditious handling of freight from car to ship and from ship to car, and explains the great advantage that Galveston has in the rapid dispatch of vessels. The company also operates its own engines, and does the switching on its property for all railroads.

opening of the canal. The work already under way and contemplated will supply 112 per cent additional wharfage space and provide a permanent character of the construction and the care exercised in layout and design will give the port harbor facilities excelled in proportion by none of the world's great shipping centers.

PAUL T. CARROLL, San Francisco Chamber of Commerce.

## MOBILE

During the year 1912 the United States Government dredged the Mobile channel and that port now has a depth of 27 feet for the entire distance from the Gulf to the wharves. The government also completed during the past year the straightening of the channel which now affords ships entering a straight course from the Gulf to the various moorings. The harbor has been widened and the turning basin (600x800 feet) has been completed and put into use. The improvements have been completed and the Government has ordered the survey with a view of making the channel 30 feet, which when completed will place Mobile among the foremost ports of the United States.

The City of Mobile has constructed on the harbor front a very commodious and up-to-date freight shed, 100 feet wide and 1,300 feet long, to which railroad tracks have been added, thereby giving the city a purely municipal docking facility.

### New Steamship Line.

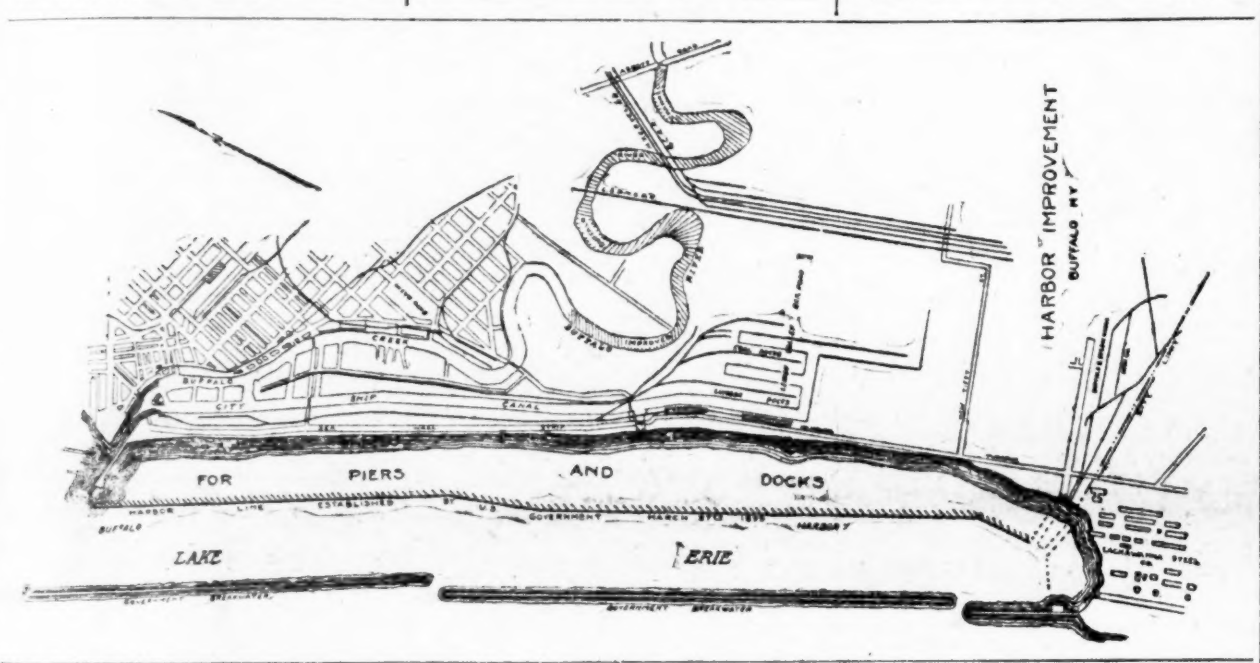
During the month of December, 1912, a new steamship line was inaugurated between Mobile and Mexican ports, with one steamer in operation, and al-

ready this line finds the traffic so heavy that it is necessary to put in service another steamer.

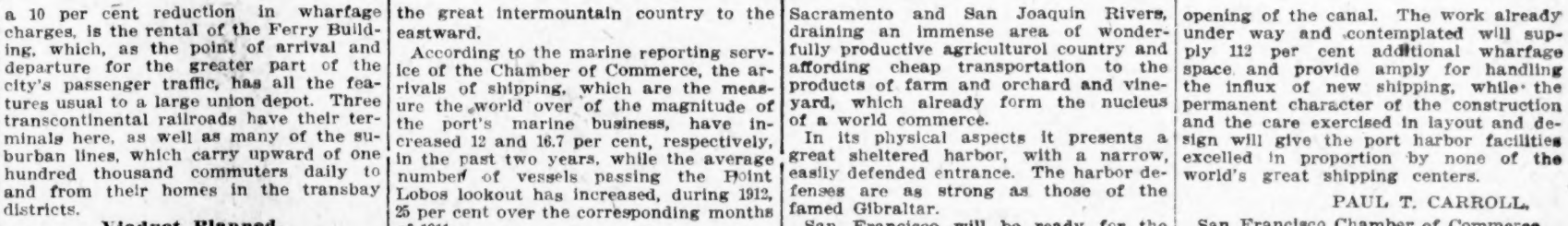
A great many improvements have been made in the port by both the railroads and private interests, such as new docks and slips.

During the dredging of the channel the dirt taken from the river bed was deposited just below the city and near Choctaw Point, making an island in the river and not a great distance from the mainland. This will be developed by the city in municipal docks just as soon as arrangements can be made to transfer the property from the State to the city. It is the intention to connect this island with the mainland by rail, making it possible to have wharf facilities on three sides of this island. The city of Mobile has given an assurance that they will construct this Belt Line.

GEORGE G. CARD, Acting Secretary Chamber of Commerce.



HARBOR IMPROVEMENT  
BUFFALO, N. Y.









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The frequent growing of legumes served

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# THE MISSISSIPPI VALLEY AND ITS URGENT NEEDS

Speech of A. S. Caldwell, of Memphis, Before the First Annual Meeting of the Chamber of Commerce of the United States of America.

One of the purposes of the United States is: "To become the source of information with respect to new opportunities for trade and commerce. What I have to say bears directly on this subject and is, therefore, worthy of your consideration."

Centrally located and easy of access to the commerce of the whole United States, is a territory embracing 25,350 square miles—only a few hundred miles from the sea. It is the combined area of the States of Massachusetts, Connecticut, New Jersey, and Maryland. It is the richest body of lands on earth—practically every acre susceptible of cultivation and stock raising. It is the densest agricultural population in the United States. If this area, considerably larger than Holland and Belgium combined, were owned by a foreign government whose laws hampered our commerce, it would not interest us as affording "New opportunities for

rainfall."

"The cost of constructing and maintaining a system of reservoirs would be less than the cost of the expense of leveling the entire river from the basin. This scheme is regarded by engineers as wholly impracticable. Your committee can discover no just or adequate relief in reservoirs."

"Neither can your committee discover material relief from the outlet system."

"Capt. Waterman, Secretary of the Mississippi River Commission estimated the cost of the outlet system as follows: By the Federal authorities, \$1,320,706; by State, local, and private authorities, \$3,310,735. From all of the evidence taken by your committee it is evident that the outlet system of the River can only be protected from floods by an ample and complete system of levees from Cairo to the head of the passes. Crevassees and inundations re-

trade expansion, especially in foreign markets?" Should the fact that it is ours make it of less interest to you, or is it of more interest because it is ours there less new because it is new? The territory I refer to is the alluvial district on both sides of the Mississippi River from California to the Gulf of Mexico. There are now, I estimate, 3,000,000 acres in extent, three-fourths of it now uncultivated and the other fourth uncertain of cultivation because of floods poured down on it from the mountains of the United States. Its inhabitants for over half a century have taxed themselves and are now taxed by the Federal Government, but are not represented in Congress. The result of this is that the Government is spending millions of dollars in levee building, and the people are suffering from the loss of life and property and the loss of crops. The levee system is incomplete. The burden of completing the levee system is too great for local and State authority. Your committee is of the opinion that the Federal Government should take up and aid in the great task of controlling and suppressing the floods of the river."

**Appropriations Needed.**

Does not this report show that the people of this region have tried to help themselves, but that it is up to the Federal Government to do it? In the last twenty years, say, \$34,000,000 has been expended in this immense territory, and few people in this immense territory are

taxing themselves to the utmost limit to protect their homes and their lives from these disastrous floods, they will never succeed by such taxes alone because their aggregate amount is necessarily small owing to sparse population and the fact that the Government is reasonable that they should stretch out their hands to the Federal government for aid? Are they to be considered men of straw? Do they not pay taxes? Doesn't the fact that they are taxing themselves a large percentage of the value of their property, remove them from the category of common mendicants? The catastrophic effect of the flood of 1912 are no doubt known to all of you. The sacrifice of human life was probably greater in this flood than in any other recorded flood. The loss of the money loss enormous. The sympathy of the whole country was aroused at that time so that this subject is not a new one and it is not one that should be put into the platforms of the three great parties.

**Mr. Wilson's Position.**

Mr. Wilson, in accepting the Democratic nomination, said:

In the case of our Mississippi River, that stretches the arteries of our trade, it is plain that the Federal government must build and maintain the levees and keep the great waters in harness for the good of the people.

Mr. Roosevelt, in his speech before the Interstate Levee Association in Memphis last September, said:

Levees and only \$13,000,000 by the Federal government. Since then I admit the government has contributed more largely than the people themselves have been equally liberal. During this period a great amount of work was done, and the general situation vastly improved, but the Federal government has not yet been ever having been adopted, the work begun by the Federal authorities and by the local levee boards was on the hands-off principle. During the 17 years since the best results either from the point of view of economy or efficiency. The time has come when, as Mr. Taft says, the government should pass a bill appropriating \$50,000,000 for the work. The United States engineers are necessary to do this work in a thorough and permanent way, so that floods will be impossible. The population of the United States throughout the whole United States, this section will rapidly increase in population and wealth and the taxes paid by the people will be sufficient to keep the levees in perfect condition.

Gentlemen, is it not worth while to add to our country a territory as great in area as the States of Connecticut, New Jersey, and Maryland, every acre of which will be productive? If you can stretch your imagination to the point that the population of the United States in these four States were subject to devastation by great tidal waves, would the United States government hesitate to appropriate \$50,000,000 if necessary to protect the people?

"It cannot be too strongly impressed upon the mind of every people that the Mississippi river is a common country. They are in some degree damaged to all. A crushing disaster to the planters along the lower regions of the Mississippi Valley is also a disaster to the whole country. It must just as much of a taste of capital and loss of production for the nation at large and the nation must realize that fact. We must not let the levees be built to build them better and more scientifically than ever before."

Mr. Taft, in his speech before the National Rivers and Harbors Congress last week, said:

"It is not necessary to spend forty or fifty millions of dollars in order to make the Mississippi River a good waterway, but it is necessary to spend that amount in order to make it more so, and so that it shall not be destructive to all that part of the country every few years. What you have to face, gentlemen, is the necessity to more than double the section of the country forty or fifty millions of dollars in order to make the levees of that river a system which shall prevent the destruction which has aroused your deep concern. It is a question for those who have been subjected to enormous losses in that part of the country? I am strongly in favor of expending the

**Aid Cotton Crop.**

I want you to look at the matter from another point of view. The cotton area of the world is limited. Enormous sums of money have been spent by foreign governments and trade associations to develop cotton growing outside of the United States. I have no statistics to show how large this expenditure has been, but I am undoubtedly amounts to many millions of dollars. It is necessary for a larger cotton area is well known that it has become a concern of the whole world. Suppose, now, that right in your own country, the cotton area is an acreage at present of 38,000,000 acres, you add one-third more, or 12,000,000 acres, and that, too, of the richest land in the country, is capable of producing the highest quality of cotton in the world. The cotton. Would not this of itself take the matter out of a local class and make it not only a national problem, but one of world-wide importance? Did Congress hesitate to expend nearly \$100,000,000 on several thousand American lives to take Cuba from Spain and give it—not to us, but to somebody else? I don't say that this is a question of life and death, but this loss of life wasn't worth while, but

Some fifty million dollars which will be the cost of the country from floods in a reasonable time, and put it into the law that it is to provide a proper levee system to protect the country.

The two political parties and their candidates have thus declared this to be a national work, and it would seem that little remains to be done except to pass the bill. But unfortunately the two completely political platforms are sometimes made to stand on before election and to get down from after. Successful candidates are sometimes forgetful or are so much interested in their political platform that some of the things they really approve are overlooked: Congress is notoriously a slow-moving body, and for the Chickasaw is necessary that this great and important matter not only be the people of the delta, but to the nation at large, shall not be lost sight of and that the warm and universal sympathy of the people of this great country shall not be allowed to die out only to be reawakened by another great disaster in the future.

**Report of Committee.**

I have asserted that complete protection of this territory is certain, and while some more money is suggested, there is only one which has the approval of the United States engineers and of all other engineers who have studied the subject. The Committee on Commerce of the United States has had a long and thorough investigation of the subject, made a report to the Senate on December 15, 1888, from which the following

do say that a country so generous to aliens should not, at a much less cost, fail to protect the lives and property of its own citizens and to develop a territory so fertile and so rich in every conceivable of cultivation greatly exceeds that of Cuba.

I have no financial interest in this matter. I do not own an acre of land in the delta and do not live in it. I live in Memphis, a city located on the Chickasaw bluffs, free from every flood, but overlooking a great country which is about forty miles to the westward was covered with water to the south for so many miles I am unable to tell you; a city that then took within a few days thousands of refugees driven from their homes and that for many weeks until the waters had receded. Believing that the work of protecting this country is worthy of any man's efforts, I have associated myself with a number of the friends of the various sections of the country, for the purpose of keeping this great matter before the public and of inducing the national government to do its duty not only to the stricken people of this region, but the country at large, to do it quickly, and not to again wait fifteen years for a report from some future Committee of Congress.

I hope your hearts are touched by the misfortunes of so many of your fellow citizens, but just now I am not appealing to your sympathy alone. If it is your purpose to do good, I want information with respect to new opportunities for trade expansion, the protec-

fact that the destruction of timber tends to cause or promote floods. It is the generally accepted opinion that it tends to

and development of this great territory—larger than two European kingdoms—will require four or five million Chinese to make it a great economic Coast States—should this concern, and I ask you to make it your cause.

foreign corporations are taxable in the hands of persons domiciled in Massachusetts. Mr. Crocker contends that the statute under which the decisions have been made are based on the fiction of law, "personal property follows domicile of the owner," a fiction invented to promote justice in relation to the distribution of the estate of deceased persons, but not in matters of taxation where its effect is to work injustice. As the product of business and franchises of these corporations are sold and consumed by foreign States and received no protection from Massachusetts, an injustice is done.

The Supreme Court of the United States has overruled the question of constitutionality in relation to the shares of stock of a foreign corporation held by a resident of the taxing State as so raised, has shown an inclination not to add to the number of States imposing a tax. Several recent cases in the Supreme Court of the United States have been extremely favorable to Mr. Crocker's position and it is believed that this Court will accordingly be

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